

Strategic Plan 2003-2008

DEPARTMENT OF HAWAIIAN HOME LANDS

GOAL 1

Within five years, provide every qualified native Hawaiian beneficiary on the waiting list an opportunity to homeownership or land stewardship on homestead lands. Deliver homestead awards to the current statewide applicants on the waiting list through the development of various award programs.

OBJECTIVE 1: Offer awards on various unimproved lots with undivided interest on a pilot, case-by-case basis.

ACTIVITIES:

- Identify existing statewide unimproved lots for homesteading purposes.
- Offer awards to applicants and begin island-phased project infrastructure improvements.
- Complete planning, design, and construction phases.
- Convert awards into leases.
- Conduct an evaluation of the completed projects.

OBJECTIVE 2: Award undeveloped rural homestead lots.

ACTIVITIES:

- Create rural homestead disposition.
- Explore rural lands available in catchment areas.
- Develop land specifications for rural homesteads.
- Identify and prioritize projects by island.
- Complete procurement for developmental services.
- Implement planning, design, and construction phases.
- Make homestead awards.
- Conduct an annual evaluation of the program.

OBJECTIVE 3: Award improved vacant homestead lots to applicants using current and acquired State lands.

ACTIVITIES:

- Negotiate and identify potential State lands on O'ahu, Hawai'i, and Maui that are suitable for residential purposes.
- Offer awards to applicants and begin island-phased project infrastructure improvements.
- Implement planning, design, and construction phases.
- Convert awards into leases.
- Conduct an evaluation of the completed projects.

OBJECTIVE 4: Provide turnkey homes via the acquisition of readily available parcels from the public and private sector for the development of housing.

ACTIVITIES:

- Seek to acquire or identify readily available parcels.
- Identify and prioritize projects by island.
- Identify and complete procurement for developmental services.
- Implement planning, design, and construction phases.
- Make homestead awards.
- Conduct an annual evaluation of the program.

OBJECTIVE 5: Acquire existing housing stock from the public and private sector for housing development and award them to beneficiaries on the waiting list.

ACTIVITIES:

- Seek and purchase available for-sale units in the general market and resell them at lower cost to assist beneficiaries in financial qualification.
- Acquire infrastructure-serviced vacant land and/or completed homes from government housing agencies.
- Partner with developers to fulfill and complete affordable housing commitments under zoning.
- Explore alternative opportunities that include transitional, rent-to-own, and kupuna housing.

GOAL 2

Address the findings in the 2002 Legislative Auditor's Report. Strive for a clean audit through the elimination of re-occurring citations, revamp our lease delivery services, and decrease our delinquency rate by 20%.

OBJECTIVE 1: Develop a plan of action by December 2003 that addresses and reduces the audit findings.

ACTIVITIES:

- Create an Audit task force team to develop a working plan to address all findings.
- Set-up meetings with State Auditor to clarify findings and interpretation.
- Compare financial audit citations to the legislative audit for similarities.
- Complete work plan and begin implementation of plan by January 2004.
- Check status of progress every quarter during the first year.
- Schedule a legislative audit review to check for progress in addressing and decreasing overall findings.
- Review progress annually thereafter with a continual decrease in citations.
- Utilize the annual fiscal audit report results as a measurement towards the legislative audit work plan.

OBJECTIVE 2: Revisit our loan delivery services, enhance operational efficiency, and develop written collection procedures.

ACTIVITIES:

- Develop and review the Housing Services Division and Land Management Division delinquency/collection procedures.
 - Shorten the processing time for the award and re-award process.
 - Develop a uniform process for direct loans using consultant study.
 - Develop procedures for general lease and revocable permit lessors.
 - Explore the possibility of revisions to the administrative rules.
 - Review and approve by Hawaiian Homes Commission.
 - Evaluate effectiveness of operating procedures for both divisions quarterly.

MISSION:

To manage the Hawaiian Home Lands trust effectively and to develop and deliver lands to native Hawaiians. We will partner with others towards developing self-sufficient and healthy communities.

GOAL 3

Pursue financial self-sufficiency by 2013 in an amount sufficient to replace the Act 14 financial settlement of \$30 million per year. To generate significant non-governmental revenue in order to provide greater financial support towards fulfilling our mission.

OBJECTIVE 1: Optimize the financial resource value and usage of our current lands and actively seek to enhance our revenue development, land banking, and natural resource protection.

ACTIVITIES:

- Develop a financial business plan that will ensure the perpetuity of the Trust under various scenarios.
- Develop a task force team to determine creation of business plan.

OBJECTIVE 2: Develop long range land management plans that generate revenues from selected non-homestead home lands to fund capital projects in 2013 at the same level of Act 14 financial settlement.

ACTIVITIES:

- Assess projected revenues and costs of capital projects and calculate profit/loss detail.
- Assess projected revenues to be obtained through selected non-homestead homelands.
- Develop a plan to manage assets and generate competitive returns from capital projects and non-homestead homeland revenues.
- Develop viable revenue-generating alternatives, if necessary, to ensure adequate revenue stream by 2013.

GOAL 4

Continue to effectively manage and protect the Trust to ensure perpetuity for future generations of Native Hawaiians and fulfill our responsibility as long-term stewards. Support federal and state funding for recognized initiatives leading to the implementation of Native Hawaiian self-determination by popular vote of the Hawaiian people.

OBJECTIVE 1: Continue to support the passage of the Akaka Bill and assist in efforts towards self-determination.

ACTIVITIES:

- Increase public awareness of the Akaka bill progress to the Hawaiian communities.
- Continue support and awareness of the Akaka bill through various local and federal agencies.
- Actively partner with Hawaiian and State agencies and participate in events that pertain to the protection and preservation of Native Hawaiian rights and entitlements.

OBJECTIVE 2: Explore alternatives to resolve the current individual claims process.

ACTIVITIES:

- Continue efforts towards pursuing legislative resolution of individual claims.

OBJECTIVE 3: Support capacity building programs necessary to empower homesteaders to become self-sufficient in resolving neighborhood problems and effectively administering homestead associations.

ACTIVITIES:

- Develop successful working partnerships with affiliated agencies to leverage resources and provide increased services to our homesteaders and the surrounding community.
- Communicate and encourage homestead leaders towards leadership training development.